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ABSTRACT

Too few journalism graduates know anything about the problems of management; yet, the higher one rises in the newsroom, the more one must develop managerial skills and talents. This resource guide to teaching materials for college courses in publication management lists books, articles, pamphlets, and audiovisual materials under the following topical headings: advertising; circulation; economics and finance; the editorial department; equipment, production, and technology; labor and personnel; management; newspapers and magazines in the classroom; promotion and public relations; readership; and miscellaneous. The guide also contains fourteen publication-management course outlines from 13 universities, lists periodicals and organizations that have an interest in the publication-management field, and concludes with brief outlines of some typical degree programs that illustrate how a concentration in publication management is integrated into a traditional journalism program. (Author/RL)

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PUBLICATIONS MANAGEMENT: A GUIDE TO TEACHING MATERIALS

by

Wallace B. Eberhard

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W.B.E., Athens, Ga., 1977

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CHAPTER I: INTRODUCTION

The teaching of publication management is something of an orphan in American journalism education. A limited number of schools offer courses in it. Even fewer offer a concentration or major aimed at preparing the student for a career in the field. This state of affairs is understandable and explainable. Most students who enroll in a journalism or news-editorial program really don't want to become "managers." Most want to be reporters and writers; a few want to be editors. A very few--perhaps because they may stand to inherit a publishing enterprise--want to combine preparation in the editorial end of journalism with a knowledge of the business management side. Yet, any student who shifts from a role as reporter or writer--and these are of necessity lonely and solitary occupations--to one as "editor" automatically becomes a manager. The higher one rises in the newsroom, the more he or she must develop managerial skills and talents. Managing is, at root, the best possible use of time, talents and resources toward some organizational goal, whether it is in a journalistic, military, business, or academic environment. Too few journalism graduates, we are told with dulling repetitiveness by media professionals, know anything about the problems of management.

What this small monograph will not do is correct that situation. A sweeping change in journalism curricula from California to Maine which would remedy the admitted gap in managerial training will not come easily, or overnight, if at all. The demands on the four-year undergraduate curriculum are staggering and diverse. Everyone has just one or two more

requirements they would like to stuff into the student's head.

The goal of this compendium was limited; it was to pull together a bibliography of materials useful for those who teach publication management-type courses. In addition to the extensive list of articles, texts, films and pamphlets that was accumulated, course outlines and syllabi have been included, as a means of showing how it is being done at a representative number of journalism schools and departments across the country. Finally, we have included a brief chapter on the structure of publication management sequences and curricula.

The materials were assembled using two basic methods: a mail survey of journalism schools and organizations related to publication management, and a bibliographic search. The response to the survey was good in one sense and bad in another. The good news was the interest shown in the project by educators and practitioners alike. The bad news was that many respondents had little new or different to offer, and this offered evidence that there are gaps in the teaching literature for this field. An earlier survey showed some dissatisfaction with available material, and perhaps it is time for some dedicated soul to work on a new text in the field. There is more available than meets the eye, to borrow a cliche, but the problem is that the management area cuts across a number of areas and disciplines, requiring extra effort to pull the necessary threads together.

The helpful response from teachers and professionals was a key to whatever utility this publication offers. The mail replies were blended with a traditional bibliographic search, aided by a computer search of the ERIC system. The system holds great promise as a tool for keeping

pace with the literature of journalism, and will no doubt become more useful as the data bank grows.

If nothing else, the effort was of immediate use to one colleague north of the Mason-Dixon line. He responded promptly to the mimeographed mail query, but noted, alas, that he had nothing to offer and was at the moment scratching to put together a syllabus for a publication management course he had to teach on rather short notice. How soon would the publication be finished? The same mail, happy to say, brought a course outline from a veteran in the field, and a copy was dispatched by way of tossing a lifesaver to the colleague in need. Hopefully a few other readers will find something to aid them in their teaching.

There is no immediate plan to revise this booklet, but the author would appreciate hearing comments, criticisms and suggestions.

CHAPTER II: COURSE OUTLINES

Courses related to publication management predictably are varied in their scope and approach. A few operate under what might be termed traditional titles: Community Newspaper, Newspaper Management or Journalistic Management. Some are more specific: Computamation, Circulation and Promotion of Publications. More institutions seem to be using broader titles such as Mass Media Management and/or Media Economics in an effort to place the media management problem in a broader framework.

This chapter includes 14 course outlines from 13 different universities. The common thread is some major focus on management related to the print media (the broadcast media have been left to other and wiser heads). The outlines have been edited somewhat, but hopefully the essence of the readings, topics and methods remain sufficiently intact to help the newcomer or permit a basis of comparison for the journeyman teacher of management.

The comments on teaching method reflected a variety of traditional and innovative means employed to reach the student. Lectures, discussions and reading lists were the predictable majority in the former category. The latter included a computer simulation developed at the University of Texas. The program used for the simulation was not, as this was written, in a form that could be used elsewhere but that is a future possibility, according to the developer, Ernest Sharpe.

Other approaches to teaching these courses include:

*Extensive use of outside experts. One university reported their management course is taught almost entirely by this method, and is coordinated by a pair of professional managers who teach on an adjunct faculty basis.

*Field work/trips. Several instructors emphasized the importance of getting students out of the classroom and into the back shop and counting house, so to speak. Most journalism students have limited knowledge of production and business operations, so what better way to get their feet wet than meeting the professionals on their turf for show-and-tell type discussions. In-depth case studies of at least two publications (a daily and a weekly) are required by another instructor, as a means of integrating the diversity of topics within the management area.

*Student presentations. One instructor assigns students to carry the instructional ball week by week, after an introduction. Using the syllabus and reading list as a starting point, they are responsible for preparing lectures and leading discussion on a specific topic for the day or week. The instructor monitors, guides, props up and prevents the spread of misinformation.

*The systems approach. Prof. John DeMott of Temple University delivered a thoughtful paper on this subject at the 1976 Association for Education in Journalism Convention and may well be able to provide copies of that paper ("A Prototypal Course in Newspaper Management") to interested parties. In a nutshell, Prof. DeMott advances the notion that the systems analysis and systems flow approach permits us to relate newspaper publishing to other forms of enterprise and make comparisons illustrating the principles and functions of management.

Course Title: Media Economics

Department of Communication, American University, Washington, D.C.

Instructor: Laird B. Anderson

DESCRIPTION, OBJECTIVES: "This course will focus on the media as a business institution. We will study the basics of such things as sources of revenue, the cost of doing business and acquiring information, profits, trends in ownership, labor and management and the economics of cable TV and public TV. The economic situations of The Washington Post Company and Washington Star Communications, Inc. will be studied."

TEXT, RESOURCES: Les Brown, The Business Behind the Box (New York: Harcourt Brace Janovich) and numerous other readings. Numerous outside participants from both print and broadcast media in the area are invited to class meetings, and several field trips are taken. Quizzes, exams, outside projects and papers.

OUTLINE:

1. Jan. 20: Course introduction and an overview of the newspaper and broadcast industries.

Facts About Newspapers 1975, American Newspaper Publishers Association.

Washington Post annual report, 1974.

2. Jan. 27: Sources of Revenue: Advertising and Circulation

The Cost of Doing Business: It's Going Up.

Media, An Introductory Analysis of American Mass Communications, Sandman, Rubin, Sachsman, ch. 5.

American Newspapers in the 1970s, Hynds, ch. 4, pp. 124-128 and 139-148.

The Future of the Metropolitan Daily, Bogart.

The Squeeze, Time, Feb. 10, 1975.

Media Costs Up Again and Again, E & P, Aug. 9, 1975.

Newspapers Shrink Page Size as Cost of Newsprint Soars, The Wall Street Journal, Feb. 25, 1975.

U.S. Publishers Increase Ties to Foreign Business, E & P, June 7, 1975.

3. Feb. 3: Profits: The Bottom Line

The Information Machines, Bagdikian, chaps. 6 and 8.

The Myth of Newspaper Poverty, Bagdikian, Col. Jrl. Rev. March/April 1973.

Five More Years of Profit Growth Are Forecast for TV Networks, Broadcasting, July 21, 1975.

Some Teething Problems, Yes, But Automation Builds Profits, E & P, June 7, 1975.

CBS: The Power & the Profits, Halberstam, The Atlantic, Jan., 1976, pps. 46 and 47 (bottom). Looking at the Bottom Lines.

4. Feb. 10: Community Journalism.

Suburban Papers: Many Thrive in Hard Times, Shaw, The Los Angeles Times, June 22, 1975.

5. Feb. 17: Trends in Ownership: Competition.

Media, Sandman, Rubin, Sachsman, ch. 4 (see Jan. 27).

American Newspapers in the 1970s, Hynds, pps. 129-139 (1).

Nothing Succeeds Like Failure, (MORE), June, 1975.

Continuing Sagas, (MORE), July, 1975.

The Big Myth, Quinn, Nieman Reports, Sept., 1972.

FCC at Last Defines Policy on Broadcast and Newspaper Crossownerships, Broadcasting, Feb. 3, 1975.

6. Feb. 24: Trends in Ownership: Public vs. Private.

American Newspapers in the 1970s, Hynds (review pps. 129-139).

How Wall Street Reads the Newspaper Stocks, Finance, April, 1973.

Broadcast Issues Cut in Front of the Market, Broadcasting, June 16, 1975.

Washington Post Company annual report, 1974.

7. March 2: Management: The Best and the Brightest?

"Behind the Front Page," Rubin (MORE), Nov., 1974.

Maximizing Profits at The Washington Post, Bagdikian, The Washington Monthly, Jan., 1976.

Violence in the Morning, Owens, (MORE), Dec., 1975.

Death in the Afternoon, MacDougall (MORE), Dec. 1975.

CBS: The Power & the Profits, Halberstam, The Atlantic, Jan., 1976.

The Right to Manage, Time, Dec. 29, 1975.

Harte-Hanks' Marbut Says Luck Helped, E & P, July 19, 1975.

Al Neuharth: A Man on the Go, E & P, May 17, 1975.

8. March 9: Labor: The Best and the Brightest?

The Washington Post Labor Problems--The Full Story, Gay, The Washington Star, Jan. 5, 1975.

A School in Oklahoma Helps Newspapers Keep Printing When Workers Walk Out, Martin, The Wall Street Journal, Oct. 28, 1975.

The Information Machines, Bagdikian, pps. 121-127.

American Newspapers in the 1970s, Hynds, pps. 148-152.

The Newspaper Guild, AFTRA, and a Free and Responsible Press, Sigma Delta Chi Seminar, George Washington University, Oct. 10, 1974.

Newspaper Code of Ethics is Held Bargaining Topic, The Wall Street Journal, Jan. 17, 1975.

9. March 23: Cable: The Major Threat?

Cable Television: An Overview; and Address by Alfred R. Stern, The Broadcast Industry, pps. 124-134.

Broadcasting and Cable Television, Committee for Economic Development report, ch. 3.

10. March 30: Public Television: Will It Succeed?

Public Television: An Historical Perspective; and address by Ralph B. Rogers, The Broadcast Industry, pps. 202-214.

The Auction Game, Newsweek, June 23, 1975.

Source of Public Funds, Broadcasting, May 19, 1975.

Broadcasting and Cable Television, Committee for Economic Development report, ch. 3.

11. April 6: The New Technology: Profits and Efficiency.

Some Teething Problems, Yes, But Automation Builds Profits, E & P, June 7, 1975.

Television's Methods of Newsgathering Altered by New Cameras and Computers, The Wall Street Journal, May 12, 1975.

Course Description: Circulation and Promotion of Publications

Department of Journalism, Ball State University, Muncie, Ind.

Instructor: Gordon E. Smith

DESCRIPTION: Analysis and study of the methods and techniques for developing, maintaining and increasing circulation of publications. Familiarization with reader participation and public school programs to maintain reader interest. Study of the mechanics of circulation and promotion.

OBJECTIVES:

A. To give journalism students and graduates an accurate concept of the importance and problems of maintaining circulation.

B. To prepare students for active participation in solving circulation problems as executives of publications.

C. To teach the elements of a thorough publications promotion program.

TEXT: William R. Shrover, Promoting the Total Newspaper (Reston, Va., International Newspaper Promotion Association). Lectures, discussions, field trips, projects.

OUTLINE:

1. Distribution from printing plant to ultimate reader.

   A. The distributor
   B. The carrier
   C. Convenience outlets and newsstands

2. Methods of Increasing Circulation

   A. Direct methods
   B. Editorial features
   C. Use of advertising to promote circulation
   D. In-paper promotion
   E. Reader participation programs

3. Assuring Future Readership.

   A. Public school programs
   B. Speakers
   C. High school pages

4. Solutions for special problems.

   A. Handling circulation in slum areas
   B. Circulation in lightly populated areas

5. Circulation Records and Accounting Procedures.

6. Promoting the Whole Newspaper.

   A. Promoting retail advertising
   B. Promoting national advertising
   C. Promoting classified advertising
   D. Advertising in the trade journals.
   E. Readership research
   F. Promoting employee cooperation and morale

Course Title: Newspaper Management

School of Journalism, University of Georgia, Athens, Ga.

Instructor: Elliott Brack

OBJECTIVE: "To introduce the student to the management side of newspapers, through the experience of visiting newspapers, and studying their operations. The studies of the course will stem from the publisher/general manager level."

TEXT, RESOURCES, METHODS: Rucker and Williams, Newspaper Organization and Management, 4th ed. plus other outside readings. Lectures, discussions, guest speakers, field trips, several projects centering on case studies of weekly and daily newspapers and their operation and management.

OUTLINE:

Jan. 7: Introductory Session. What's expected of student. Text. Types of ownership and roles of different ownerships.

Jan. 14: The electronic newsroom. Plant layout and equipment used. Offset vs. letterpress. The production process. Text, ch. 1-9.

Jan. 21: Meets at Gwinnett Daily News in Lawrenceville. Tour of building and discussion of what you see.

Jan. 28: Advertising, its functions, role and value. Various types of advertising. Text, ch. 10, 11.

Feb. 4: How to sell advertising. Stimulating sales. "You too, can sell...well."

Feb. 11: Circulation, the basic ingredient, what, when, and how to. Personnel, carriers laws, problems and scope of circulation. Text, ch. 12-14.

Feb. 18: From the legal standpoint; press restrictions, postal

regulations, wage and hour laws, lotteries, libel. Text. ch. 18 and 26.

Feb. 25: The business side of a newspaper. Newspaper Promotion. OSHA. Printing. Text. ch. 16-23.

March 3: Buying a property. How to evaluate (a) the paper and (b) the town where it is located. Lots of examples. Text. ch. 24-28.

March 10: How to publish a newspaper for fun and profit. Practical aspects of newspapers. "Do it while you are young and sassy."

Course Title: Newspaper Management

School of Journalism, Kent State University, Kent, Ohio

Instructor: Lewis B. Edwards

April 3: Introduction.

April 8: "Personnel and the Big-city Newspaper," Herman Fields, personnel director, Plain Dealer.

April 10: "Developing the Small Daily Staff," Arnold Miller, managing editor, Elyria Chronicle-Telegram.

April 15: Field trip to Ravenna Record-Courier with Irving Shear, city editor.

April 17: "The Newsroom Revolution in Typesetting," Cy Wainscott, editorial production coordinator, Plain Dealer.

April 22: "Factors Affecting Production," Mr. Edwards.

April 24: "Market Research--"The Newspaper and the Advertiser's Best Friend," Charles Ohlrich, market research director, Plain Dealer.

April 29: "Financial Management," James Lonergan, general manager, Lorain Journal.

May 1: "The Advertising Story," William Ferenci, classified advertising manager, Plain Dealer.

May 6: Midterm Examination.

May 8: "Legal Issues Affecting Newspapers," Bruce Sanford and John Thomas, lawyers with Baker, Hostetler & Patterson.

May 13: "Determining News and Editorial Policy," Bob Giles, editor, Akron Beacon Journal.

May 20: "Selling the Newspaper," William Aylward, assistant circulation director, Akron Beacon Journal.

May 22: "The Community Press," David Skylar, president, ComCorp.

May 27: "Promotion and Public Service," Richard Gluzsek, public service director, Cleveland Plain Dealer.

May 29: "The Role of the Publisher," Victor Dix, publisher, Wooster Daily Record.

June 3: "Labor and the Unions in the Newspapers," Pat Ravenscrait, vice-president, Akron Newspaper Guild.

June 5: "Associations and Organizations for Management," Murray Powers, retired managing editor, Akron Beacon Journal.

June 9: Exam.

Course Title: Newspaper Management

Department of Journalism, Lincoln University, Jefferson City, Mo.

Instructor: Noel A. Wilson

OBJECTIVES: "Student acquires ability to recognize the factors dynamic in general newspaper publishing and to apply them to develop a communications system that is both personally profitable and publicly beneficial.

"Student demonstrates competence in basic procedures for acquiring, analyzing, and maintaining such resources as plant, equipment, supplies, organization, circulation, and the right to do business.

"Student demonstrates competence to solve problems essential for successful operation and management of a mass communication enterprise."

TEXT, RESOURCES, METHODS: Rucker and Williams, Newspaper Organization and Management, 4th Ed., plus numerous other readings. Lectures, guests, field trips; student builds a Management Data File during course to reflect completion of course objectives, reviewed and critiqued periodically by instructor.

First Week

Evaluation of Newspaper Property. Discussion, field exercise, and practical work in computing values of newspaper enterprises. Student acquires competence in recognizing attributes of a community favorable to operation of the general interest newspaper. Student demonstrates ability to estimate within normal higgling limits the value of a newspaper plant and its business.

Second Week

Financing the Newspaper Operation. Discussion and practical work.

Student demonstrates competence to design the appropriate general structure of financing for any given newspaper purchase and operation.

Third Week

The Publishing Organization. Discussion, survey, and written report. Student examines structure of organization, ownership, and lines of authority in existing newspaper operations and reports the alternatives available to the modern publisher, demonstrating competence in applying appropriate guidelines.

Fourth Through Sixth Weeks

Circulation. Field project, survey, and written report. Student demonstrates proficiency in recognizing and planning the appropriate application of factors essential to acquiring and maintaining effective newspaper circulation.

Seventh Week

Postal Regulations. Discussion and examination. Student demonstrates competence to guide a newspaper operation in establishing and maintaining desired postal services and in preparing required reports.

Eighth Week

Review and Examination.

Ninth Week

History and Value of Newspaper Advertising. Conference, survey, and written report. Student demonstrates sufficient knowledge of the role and significance of advertising in the newspaper operation to assure aggressive supervision of this function as well as effective control and coordination with other departments of the newspaper organization.

General Advertising. Conference, survey, and written report. Student demonstrates ability to manage efficiently and profitably a newspaper's foreign advertising business, using sound policies with respect to advertising that is financed cooperatively by retailer and supplier.

Tenth Week

Local Advertising. Conference, survey, and written report. Student demonstrates ability to manage the newspaper's business in retail, cooperative (special page), and miscellaneous forms of local display advertising.

Eleventh Week

The Dispatch Function. Conference, survey, and written report. Student demonstrates ability to plan and direct flow of advertising copy into and through the newspaper plant to facilitate accurate and timely production and accounting, assuring legal and ethical standards.

Classified Advertising. Conference, survey, and written report. Student demonstrates ability to organize and manage a newspaper's classified advertising section.

Legal Advertising. Conference, survey, and written report. Student demonstrates ability to organize and manage a newspaper's legal advertising business.

Twelfth Week

Newspaper Rates. Conference, survey, and written report. Student demonstrates ability to compute appropriate prices to be charged for the goods and services sold by a newspaper publisher.

Printing Price Lists. Conference, demonstration, and practical work. Student demonstrates ability to price commercial printing.

Thirteenth Week

Community Relations. Conference, survey, and written report. Student demonstrates ability to analyze the several publics interacting with the newspaper and its staff and to plan for the needs of these publics in a manner befitting the best interests of the newspaper enterprise.

News and Editorial Responsibility. Conference, survey, and written report. Student demonstrates ability to recognize the publisher's responsibility in news and editorial content and to exercise appropriate supervision over this department.

Fourteenth Week

Office Management. Conference, survey, and written report. Student demonstrates ability to organize, supply, and supervise a newspaper administrative department.

Personnel Management. Conference, survey, and written report. Student demonstrates competence to select, train, and organize personnel for efficient production in the newspaper plant. Student makes evident ability to recognize the function of organized labor and to deal with it effectively.

Fifteenth Week

Promotion. Conference, survey, and written report. Student demonstrates ability to organize a newspaper promotion effort and supervise its operation.

Course Title: The Community Newspaper

School of Journalism and Mass Communication, University of Minnesota, Minneapolis, Minn.

Instructor: Walter H. Brovald

OBJECTIVES: To develop an understanding of the problems, functions, and processes of the community press.

TEXTS, RESOURCES, METHODS: The text for the course is Bruce M. Kennedy, Community Journalism: A Way of Life, plus readings from the following list, keyed to the assignments in the course outline: (citations to books below include the following: Community Journalism: A Way of Life by Bruce M. Kennedy (K); Community Journalism by Kenneth Byerly (By); Newspaper Organization and Management by Frank Rucker and Herbert Williams (RW); The Grass Roots Press by J.C. Sim (S); Weekly Newspaper Writing and Editing by Thomas Barnhart (Ba); and Weekly Newspaper Management by Thomas Barnhart (B).

In addition, the course requires an extensive evaluation of one weekly newspaper, plus other papers, field trips, lectures, guests, etc.

OUTLINE:

UNIT I: OVERFIEW OF THE COMMUNITY PRESS, April 2-11. Types, characteristics, and functions of community newspapers. Staff organization. The role of the editor and other staffers. K, Chaps. 1-12; By, Part I; S, Chaps. 1, 6; Ba, Chaps. 1-3; RW, Part I.

UNIT II: THE EDITORIAL PRODUCT, April 14-May 2. News coverage; features; interpretive reporting; photo coverage; editorials. K, Chaps. 2-9, 11; By, Parts II and III; Ba, Chaps. 4-21, 24-27.

UNIT III. THE BUSINESS ENTERPRISE, May 5-23. Advertising, circulation, printing, accounting. K, Chap. 10; By, Chaps. 25, 26; B. Parts

I-III (but esp. Chaps. 1, 3-4, 11-12, 14, 17, 21-24), RW. Chaps. 10-15.

UNIT IV: THE MANAGEMENT SIDE OF THINGS, May 26-June 11. Insurance, taxes, planning, Newspaper valuation. Employee relations. S, Chaps. 4-5, 7, 9, 10; By, Chaps. 24-27; RW, Chaps. 8-9, Parts III and IV.

Course Title: Press Computamation

Department of Journalism, University of Northern Colorado, Greeley, Colo.

DESCRIPTION: Current use of computerized techniques and automation to edit, produce, and distribute newspapers, magazines, and broadcast matter. Classroom discussion, visits of representatives, and field trips.

OBJECTIVES: 1. To gain orientation to automated and computerized equipment which is used or is being proposed for use with printed publications. 2. To provide students with a background of knowledge (from readings and visits) about such equipment and the way it can be used. 3. To integrate this knowledge into students' training so that they can help in the management of small newspapers.

TEXT, RESOURCES, METHODS. Rucker and Williams, plus other readings, along with lectures, media guests, field trips, literature from manufacturers and media organizations on computerization.

OUTLINE:

1. Automation of the press today.
    a. In what areas of production and administration the computers and automated equipment are being used.
    b. Functions of this equipment: efficiency of production, lowered labor costs, modernization.
2. Uses of computers for the printed press.
    a. Setting news matter: process, advantages, problems.
    b. Setting advertising: process, advantages, problems.
    c. Editing printed matter: process, advantages, problems.
    d. Transmission of news, stock tables: process, advantages, problems.
    e. Photocomposition of pages: process, advantages, problems.

3. Uses of automated equipment for the printed press.
   a. Transmission of news and other photos: process, advantages, problems.
   b. Setting news matter by teletypesetter: process, advantages, problems.
   c. Sorting and binding of newspapers, magazines: process, advantages, problems.
   d. Handling of library materials: process, advantages, problems.
   e. Transmission of news by the wire services: process, advantages, problems.
   f. Photocomposition by machine for the newspaper and magazine.
   g. Automation of credits and billing of advertising.
4. Other news processes which depend on or result from computamation.
   a. Changes in format of newspapers: to 6-column editorial makeup, to 9-column advertising makeup.
   b. Management board which assigns a person to handle varied elements of the computamation.

Course Title: Community Newspaper

Department of Journalism, University of Northern Colorado, Greeley, Colo.

DESCRIPTION: Production, circulation and advertising management; bookkeeping and supply ordering; buying; ownership regulations for the smaller daily and the weekly.

OBJECTIVES: 1. To provide a versatile background for the potential editors, managers and publishers of small newspapers. 2. To train students beyond the reporting-copyreading area into that of policy and decision-making on the small newspaper. To orient students to up-to-date procedure in small-newspaper production.

TEXTS, RESOURCES, METHODS. Rucker and Williams; Kennedy; Byerly, Community Journalism; Sim, America's Community Newspapers, plus a lengthy list of books and articles. Field trips, guests, evaluations of newspapers.

OUTLINE:

1. Newspaper organization.
    a. Departments: editorial, business, mechanical, promotion, administrative.
    b. Major factors and needs that affect organization.
    c. Kinds of ownership.
2. Personnel requirements.
    a. Factors that determine kinds and number of personnel.
3. Equipment and production.
    a. Equipment for typesetting, photography, printing.
    b. Placement of equipment for efficient flow.
    c. Offset v. letterpress printing: their advantages.

4. Administrative work.
   a. Evaluating newspaper properties.
   b. Buying expendable materials.
   c. Estimating and pricing of job printing.
   d. General accounting:
      (1) general practices and reports;
      (2) balance sheet and profit-and-loss statement.
   e. Departmental accounting: for display and classified ads, for circulation.
5. Obtaining services.
   a. Wire services.
   b. Syndicated features.
   c. Mat services, clip sheets, preprinted matter, art services, etc.
6. Newspaper service and public relations.
   a. Serving-the-reader ideas.
   b. Research to find out what the public wants and needs.
   c. Methods of building goodwill.
   d. Means of the newspaper's promoting itself.
7. Legal aspects impinging on newspapers.
   a. Review of defamation, privacy, contempt of court.
   b. Monopoly and anti-trust laws, in relation to ownership, buying wire-service and syndicated matter.
   c. Wage-and-hour-law questions about full-time and parttime personnel.
   d. Postal laws governing newspapers: ownership statement, second-class matter mailed, and other.

e. Regulation of lotteries, obscenity, threats, fraudulent ads, etc.

f. Public notices and their regulation and use.

g. Tax problems: income, property, social security, sales.

8. Employee relations

a. Relations and morale.

b. Incentives to improve.

c. Wages

9. Managing the content of the newspaper.

a. What research says about content and readership.

b. Advantages the small newspaper has which need to be exploited.

c. Trends in content, and what they mean.

d. The editor-publisher as jack of all trades:

(1) background needed;

(2) variety of experience to expect in the job.

Course Title: Newspaper Management

School of Journalism, University of North Dakota, Grand Forks, N.D.

Instructor: Mr. Carr

TEXT, RESOURCES, METHODS. Rucker and Williams, supplement extracting a variety of readings, plus other assigned readings. Case studies, visits, field trips, guest lecturers, exams.

OUTLINE:

1. The Newspaper as a Business.

   Text, Ch. I; No. 1, Supplement

   (A) Definition

   No. 2, Supplement

   (B) Its purposes and functions

   No. 3, Supplement

   (C) Its relationship to the community

   (1) Text, Ch. 22.

   (2) Its place in the power structure

   (D) Evaluating the newspaper

   (1) Text, Ch. 18.

   (2) Bolitho formula.

   No. 4, Supplement

   (E) Plan for starting a newspaper

   (1) Budget, Staff

   Assignment: Class will be divided into groups; each to set up a budget. Instructor will announce the due date when this assignment is made.

(F) Types of ownership

(1) Text, Ch. 3.

Assignment: Check North Dakota Newspaper Association Directory and Editor & Publisher Year Book for group of chain connections of North Dakota newspapers. (This applies to ownership of the papers, not solely to central printing arrangements.)

(G) NAM (Newspaper Association Managers) Cost Study

(1) Relationship of costs to revenues

Material to be provided by instructor

(H) Shopper competition

No. 5, Supplement

Assignment: Bring examples of shoppers to class for discussion and comparison to newspapers.

(I) Laws and regulations

Text, Ch. 20

Supplemental material will be provided by instructor

(1) Lotteries

(2) Libel

(3) Pre-printed inserts

(4) Sales tax

(5) Statutory and regulatory restrictions and limits on advertising

(6) OSHA (Occupational Safety and Health Act) regulations

(7) SBA (Small Business Administration) loans; problems in qualifying

2. Production.

(A) The new technology

(1) Text Chs. 5, 6, 8

No. 6, 7, 8 Supplement

Lab sessions: Hendricks VDT (Video Display Terminal) explanation and demonstration; explanation and demonstration of Compugraphic type setting, paste up, plate making.

(B) The central pressroom

(1) Lectures, class discussions, possible field trip.

(C) Newsprint

(1) Costs, availability

No. 9, Supplement

3. Advertising.

(A) Display

Text, Chs. 12, 13

No. 10, Supplement

(1) Local/Retail

No. 11, Supplement

(a) Rate structures

(2) National

(a) Rate structures

No. 12, Supplement

(b) Sources and methods of placement

Supplementary materials to be provided by instructor: North Dakota Newspaper Association Directory and Rate Book, rate cards, insertion orders, contracts.

Lab assignment: Milline rate comparison of several dailies, weeklies.

No. 13, Supplement

(B) Classified and Reader

No. 14, 15, Supplenent

(C) Legal

Nos. 16, 17, 18, Supplement

(1) Definition of legal newspaper

(2) Definition of official county paper; how chosen in North Dakota

(a) Official paper of city, school district; how chosen

(3) Legal publication rates

Assignment/Lab: (a) Measure advertising in a large weekly, a semi-weekly or small daily to determine the percentage of total space. (b) Calculate advertising revenue in that issue.

4. Circulation.

Text, Chs. 14, 15, 16

No. 19, Supplement

(A) Mail delivery

(1) Second Class

(a) Historical reasons for mail subsidies

(b) Requirements for entry

No. 20, Supplement

(c) Rates and PO requirements

(B) Carrier delivery

(C) Audit Bureau of Circulations

(1) How it works

(2) Alternative reporting methods

Assignment/Lab: Check Statement of Circulation and Ownership in five or six papers scattered throughout the state (or some North Dakota and some Minnesota); compare circulation figures with populations of cities and trade territories.

(D) Free circulation papers.

5. Personnel Relations.

Text, Chs. 27, 28.

Nos. 21, 22, Supplement

(A) ITU (International Typographical Union)

(1) History

(2) How it adjusted to changing technology

(B) Newspaper Guild

(1) History

(2) Current status

Assignment: Read Guild Reporter for written report and class discussion.

(C) Wrapup

6. Promotion.

Text, Chs. 24, 29

Assignment: (1) check papers in Journalism reading room (or other papers available to students) for examples of self-promotion; (2) Suggest promotions that might be used by one of the papers studied; (3) Write a short paper (one long enough to cover the subject, but short enough to avoid windiness or padding) and turn it in with tear sheets, clippings or other material to illustrate points made.

Course Title: Journalistic Management

Journalism School, Oklahoma State University, Stillwater, Okla.

Instructor: W.R. Steng

PURPOSE: "The course examines media management problems by providing students opportunities to critique solutions reached by management and to explore the decision-making process so they may seek solutions to problems, some of which are of a more "common" nature and others which are as yet unresolved. Problems examined are of an internal nature, an external nature and an internal-external nature and involve the human element, the material element and how these elements interact. The course through class lecture and discussion, through the text and outside readings, through application of information and knowledge and through visiting speakers and field trips is designed to examine the communication and decision-making processes of media management."

TEXT, RESOURCES, METHODS. Rucker and Williams plus other outside readings (including Editor & Publisher on a weekly basis). Five written projects plus a term paper, field trips, lectures, guest speakers, examinations.

OUTLINE:

WEEK-BY-WEEK SCHEDULE

Week of Aug. 25--The View from the Top: Media ownership, government, legal problems. Text: Preface, Foreword, chs. 1, 2, 3, 15-18.

Weeks of Sept. 1, 8 and 15--Personnel, Text: chs. 4, 23-27. Sept. 12--first project handed-out.

Weeks of Sept. 22, 29 and Oct. 6--Plant and Production. Text: chs. 5, 6, 7, 14. Sept. 22--first project due. Sept. 26--term paper

proposal due. Oct. 3--second project handed-out.

Weeks of Oct. 13 and 20--News. Second project due Oct. 15. Third project handed-out Oct. 17.

Weeks of Oct. 27 and Nov. 3--Advertising. Text: chs. 9 and 10. Third project due Oct. 27. Fourth project handed-out Oct. 31.

Weeks of Nov. 10, 17 and 24--Circulation. Text: chs. 11-13. Fourth project due Nov. 10. Fifth project passed-out Nov. 21. Term paper due Nov. 24.

Weeks of Dec. 1 and 8--Promotion. Text: chs. 19-22. Fifth project due Dec. 3.

Dec. 15: Final examination.

Course Title: Mass Media Management

School of Journalism, Southern Illinois University, Carbondale, Ill.

Instructor: George C. Brown

OBJECTIVES: "The purpose of this course is to cause the student to think about the way the media are supported financially, managed, and planned (in ways other than the typical editorial matters.)

"The course is designed to permit thought about the mass media industry as a whole, the individual parts of the industry, and finally, some segment of the smaller parts."

TEXTS, RESOURCES, METHODS: A lengthy list of readings from a 91-item bibliography, which has been incorporated into a later chapter of this monograph; lectures; guest speakers; term paper. At many class meetings, a student is given responsibility to prepare himself to act as discussion leader and moderator on a given topic.

TOPICS FOR DISCUSSION

Week No.	Discussion Topic
1	Organization of the course
2	The Mass Media as an Industry
3	Financial Aspects of the Mass Media
4	How Individual Segments Make Money (Assign paper due March 6)
5	Newspaper Management
6	Radio and TV (mostly TV)
7	Magazines (and a little about books)
8	Media Goals and Management Principles
9	An Approach to Systems Management

Week No.	Discussion Topic
10	Operations Research
11	Decision-making Techniques
12	Discussion of Week 7 paper
13	Budget and Control
14	Case Studies of Management Decision
15	Wrap-up with Personnel Management and turn in final paper.

Course Title: Elements of Newspaper Business Practice

Newhouse School of Public Communications, Syracuse University
Syracuse, N.Y.

Instructor: Samuel V. Kennedy III

OBJECTIVES: Providing the necessary information to learn about and perform the publishing of a newspaper through an understanding of its operations, functions and services. Through lectures, guest speakers, research projects and field trips, various elements of newspaper business practices are explored.

TEXT: Rucker and Williams.

INSTRUCTOR'S COMMENTS:

"The current adjunct is teaching this course with 15 years' background allowing him to draw upon his contacts in the field and his personal professional experience.

"The course is set up on an initial premise--that the student's Uncle Harry (imagined) has died and left him or her a newspaper--Size, location and condition unspecified. Operating on this premise, the course is constructed to acquaint the student with a working vocabulary, corporate structures, physical considerations, yardsticks for measuring efficiency, economy and effectiveness, etc.

"There is a fair amount of role playing by both the lecturer and the class with a number of case problems to show the type of decisions a publisher makes. The outside speakers are cautioned that the sessions will be "no holds barred" question-and-answer and the candor, lively debates and reality are strong components of the course. The field trips --usually to a daily and a weekly--consistently rank high on student

evaluations as do the term projects which require the student to get into the field for face-to-face meetings with newspaper personnel. A number have secured jobs as a result of these contacts although false hopes are not raised.

"The outside speakers are not paid and the text is required. Students are also asked to read Editor & Publisher weekly plus outside reading in the areas of particular interest to them. There is a final examination, a term project and several exercises."

Topical outline of discussion topics:

1st week: Newspaper organization--What is a newspaper; how owned, who runs it, when and why are newspapers successful.

2nd week: Components--Departments by function and personnel; equipment with letterpress and offset, hot metal and cold type; analyzing newspaper by product study. Text chs. 1-5.

3rd week: Layout--The newspaper plant of today, considerations for tomorrow including CATV. Text chs. 6-7.

4th week: Production--Computerization, melding manpower, equipment and plant together for flow. Text chs. 8-9.

5th week: Editorial--The newsroom of different size newspapers and future trends, outside speaker--Managing Editor. Chs. 10-11.

6th week: Advertising--Advertising organization, techniques and tools including dispatch, rate cards and classified, outside speaker--Advertising Director. Text chs. 12-13.

7th week: Field trip to daily newspaper.

8th week: Circulation--Distribution including carrier organization, route franchises and problems, outside speaker--Circulation Director. Text chs. 13-16.

9th week: Job Printing--Growing market and outside speaker (printer). Text ch. 17.

10th week: Business--Determining value of newspaper including hidden costs, accounting and cost contract, outside speaker --Business Manager. Text chs. 18-19.

11th week: Legal--The law and its relation to newspapers, taxes. Text chs. 20-21.

12th week: Relations--Community and plant including labor. Text chs. 22-25.

13th week: Field trip to second paper, outside speaker--Publisher. Text chs. 26-29.

14th week: Term projects review. Final exam.

Course Title: Newspaper Management

Department of Journalism, Temple University, Philadelphia, Pa.

Instructor: John De Mott

OBJECTIVES: (1) Familiarity with the functions of the executive--the newspaper publisher, in this case--and theories of organization and principles of good management, (2) knowledge of how a newspaper enterprise is managed, as a complex organization, and the operations of all departments--general administration, personnel, news-editorial, advertising, production, circulation, promotion, public relations, research, etc., (3) better understanding of the U.S. economy, and economic conditions needed for the more perceptive reporting and editing of news concerning business, commerce, industry and finance.

TEXT, RESOURCES, METHODS: Rucker and Williams, plus a lengthy list of other books and articles. DeMott's basic approach emphasizes systems analysis and systems flow--concepts borrowed from the general business management field--to teach the economic context of press freedom in modern society. Lectures, discussions, field trips, texts, guests, exams.

FIRST WEEK--General overview of private enterprise, business, industry and public administration. Their common problems, as adventures in human enterprise. Use of systems analysis in studying such enterprises, and in identifying and solving problems. Current problems in newspaper publication and management.

SECOND WEEK--Economic and social context of newspaper publication. Its political environment and legal framework. Laws governing newspaper publication and management practices. (Anti-trust laws, postal regulations, the national labor relations board, etc.)

THIRD WEEK--Introduction to the science of organizational behavior. Basic principles of management and organization. Theories of bureaucracy. Functions of the executive. Executive "styles."

FOURTH WEEK--Existing patterns of newspaper organization. Options for management. The "Total Newspaper" concept. General administration. Responsibilities of the publisher. Line and staff functions: functional organization. Departmentalization.

(OUTPUT)

FIFTH WEEK--News: the basic commodity. Organization of the editorial department and its supervision. End product as reflection of sound management.

SIXTH WEEK--Advertising: local and national, display and classified.

SEVENTH WEEK--Demand for the newspaper. Marketing considerations. The promotion of circulation. Circulation department organization and operation. Delivery systems.

EIGHTH WEEK--Overall promotion of the newspaper. Public relations. Public or community services.

(PROCESS)

NINTH WEEK--Production. Principles of industrial engineering and their relevance to newspaper technology.

TENTH WEEK--Organization of the mechanical department(s). Composing and pressroom efficiency. New developments anticipated.

ELEVENTH WEEK--Office management. Research and development.

(INPUT)

TWELFTH WEEK--Finances. The acquisition of capital. Patterns of ownership: advantages and disadvantages. Public sale of stock. Financing plant improvement and/or expansion. Maintenance of equipment. Purchase of material and supplies. Newsprint availability, etc.

THIRTEENTH WEEK--Recruitment of employees. Orientation and training. Personnel administration. Labor relations. Union contracts, etc.

FOURTEENTH WEEK--Information systems. Computers and their use. Cost accounting. Financial reporting. The Inland studies, etc.

FIFTEENTH WEEK--Efforts to anticipate the future. The futurists and their predictions. Projection of current trends, etc.

Course Title: Media Management

Department of Journalism, University of Texas-Austin

Instructor: Ernest A. Sharpe

TEXT, RESOURCES, METHODS. Rucker and Williams; W.L. Quaal and L.A. Martin, Broadcast Management, 2nd ed. (New York: Hastings House, 1975); plus other outside readings. Prof. Sharpe notes that a computer simulation game for newspaper publishing developed at his school is the most innovative aspect of the course, although it is not yet in a form in which it can be made available to other schools. Other methods are detailed in the course outline below.

OUTLINE:

Week	Description
1	1. Nature of course, readings, written assignments, grade evaluation 2. Class survey of interest level in course topics Readings--Rucker, Chs. 18, 19 and 11 Assignment--Problem in cost accounting and analysis for model newspaper (due Sept. 15).
2	1. Results of survey on course topics 2. Tentative course plan and sequence of topics 3. Class survey on attitudes toward social responsibility of the press (Anderson Questionnaire) Readings--Rucker, Chs. 1 and 22.
2	1. Results of class survey on social responsibility of the press. 2. Comparison class attitudes with those of professional newsmen (Anderson research) . . . and discussion

Reminder: Newspaper cost accounting problem due next meeting

3 1. Answers to cost accounting problem

2. Discussion of principles of cost and revenue control and uses in media management

Readings--Quaal, Chs. 1 and 9.

Assignment--Editor & Publisher P & L statements (hand-out) with "What If" problem: Propose ways to increase profits "next year."

Guest lecturer: Rush Evans, General Manager, KTBC-TV

Subject: Trends in broadcast industry--1950 to present--and how to get into broadcast management

4 Discussion of E & P's newspaper P & L statements and "What If" proposals on how to increase profits

Readings--Rucker, Chs. 12, 13 and 11

Assignment--(1) Mailing piece promoting Austin American-Statesman to local advertisers. (2) Ad for Ad Age on Austin American-Statesman's metro market.

Class visit to Austin American-Statesman advertising departments

Presentations on newspaper advertising by Everett Bushell, Advertising Director, and George Spaulding, Classified Advertising Manager.

5 Lecture: Advertising Basics for Media Management--Part I

Readings--Quaal, Chs. 7 and 8.

Assignment--Read 3 recent issues of Ad Age and make notes for class discussion

Class visit to Neale Spelce Advertising Agency, with presentation by Ken Shelton, Acct. Supervisor, and others, on what

broadcast management people need to know about advertising agencies and how they work together.

6 Lecture: Advertising basics for media management (cont'd)

Assignment--Get acquainted with current issues of Broadcasting, Editor & Publisher, and Publisher's Auxiliary as aids to media management.

Class visit to KTVV and presentation by James Batson, Sales Manager, and staff members on managing TV station sales and promotion work.

7 Lecture: Advertising Rates and Comparative Analysis

Readings--Any basic ad text, portions on rate structures for media (Example: Wright & Warner, 3rd ed., 1971, pp. 234-39, 252-53, and 265-68.) Rucker, ch. 16; Quaal, chs. 7, 8.

Guest lecturer: Bonner McLane, President of McLane Advertising Agency and long-time V.P. and Executive Secretary of Texas Broadcasters Association.

Topic: How broadcast managers use TBA.

Assignment--a) Analyze media ads in 3 issues of Ad Age

b) Do one of a series of ads to go in Ad Age featuring the Austin market for a local radio or TV station.

c) Do a mailing piece on the Austin market for an Austin radio or TV station to send to local advertisers.

8 Lecture: How national advertising is sold and functions media representatives.

Class discussion of types of media advertising found in Ad Age and problems of developing ads for Ad Age and other promotion work

Readings--Quaal, chs. 2, 3, 9, 10.

9 Lecture: Retail advertising principles that local media salesmen should know.

Quiz covering lectures on Advertising Basics for Media Mgt. and Rucker, chs. 12, 13, and 11; and Quaal, chs. 7 and 8.

10 Lecture: Comparison of methods of audience measurement

Visiting lecturer: Rush Evans, General Manager, KTBC-TV

Subject: a) Profit and loss analyses of typical broadcast stations

b) Influence of profit-making goal on mgt. policies and decisions

Assignment--Individual assignments in Quaal, ch. 10, for oral reports in class.

11 Take-home quiz on Quaal, chs. 2, 3, 9 & 10. Due 11/17.

Reports by class members on personnel management in broadcast station operation

1. Turn in take-home quiz.
2. Introduction of the computer simulation project on newspaper management
3. Discussion of P & L and Operations reports for Years 1 and 2 of the simulation project

Readings--Harper-Elam paper on Computer Simulation Project

Assignment--Turn in management decisions for year 3 at next class.

1. Decision sheets for year 3 received
2. Discussion of problems confronted by members of class.

12
1. Return year 3 P & L and Op. reports
2. Compare results and discuss
3. Assign decisions for year 4--due next period.

1. Decision sheets for year 4 received
2. Discuss common problems

13
1. Return year 4 P & L and Op. reports
2. Compare and discuss results
3. Assign decisions for year 5--due Dec. 3
4. Assign rationale statement and discussion paper on year 5 decisions--due Dec. 8.

1. Decision sheets on year 5 received.
2. Discuss common problems.

14
1. Receive Rationale Statements for year 5 decisions
2. For those who turn in Rationale, show results of their year 5 decisions

15
1. Meet class at final exam for returning all year 5 results and discussion of the Computer Simulation Project as a means of teaching Media Management
2. Return critiques on Rationale Statement and 3-Year Performance.

CHAPTER III: TEACHING RESOURCES

METHOD. The material for this chapter was drawn from several sources: a traditional literature search, a computerized bibliographical search using the ERIC system, and items sifted from syllabi, pamphlets, and other items sent to the author in response to a mail appeal. The criteria for inclusion included recency, relevancy and availability. Thus, most items listed are not more than five or six years old; they have something to do with one of the major topical areas generally covered in a publication management course; they probably are available to most journalism educators, either through their college library or by a mail request to the appropriate organization, in the case of certain pamphlets and audio-visual materials. Many items fit more than one of the categories which were adopted for the bibliographical portion. These have been pigeon-holed in the category which seemed most appropriate.

The citations generally follow the style used in Kate Turabian's A Manual for Writers. Some violate the rules listed there, and this was done either in the name of conciseness or ignorance (where more complete citations were not possible without an extensive search). The notation "RIE" followed by a series of numbers indicates that the item in question may be available through the ERIC (Education Resources Information Center) system. Most college libraries subscribe to Resources in Education (Research in Education prior to 1975) which abstracts recent materials in a variety of education-related fields. Your college librarian should be able to help you, in the event you are not already familiar with the ERIC data files.

Following the list of books, articles, pamphlets and audio-visual materials under each topical heading are brief sections which list a few of the most relevant periodicals and some of the organizations and associations which have an interest in the publication management field. In both instances, the list stops before it gets down to state and local organizations and/or publications. If you are not already familiar with it, the more extensive list of journalism-related associations found in the Editor and Publisher International Yearbook may provide you with a comprehensive list.

KEEPING UP. The diversity of the publication management area requires one to expend a more-than-normal effort to keep current. E & P is, of course, one of the best sources. Unless this writer has missed it, there is no annual index to this trade weekly, or to Publishers' Auxiliary, an equally vital piece of reading. Some articles from E & P, however, are indexed in the Business Periodicals Index, which, incidentally, is an excellent source of citations for business oriented, press related material. The back-of-the-book listings in JQ and Col. Jrl. Review are also likely spots for material. The latter has an annual index, as does Quill, another magazine useful on occasion.

ABBREVIATIONS. The abbreviations used in the citations below should be self-explanatory.

ADVERTISING

"Ad Sales Ideas: From Specials to the Use of Color," E & P, March 11, 1972, p. 29.

Advertising: A Guide to Careers in Advertising. New York: American Association of Advertising Agencies. Pamphlet available from AAAA outlining functions of advertising, job opportunities, workings of ad agencies, career preparation. 50 cents.

"Advertisers and Agency Men Examine Magazines, Today and Tomorrow." Adv. Age. Nov. 18, 1974, p. 184.

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Arnold, E.C., Profitable Newspaper Advertising, New York: Harper & Row, 1960.

Assael, Henry, and others. "Advertising Performance as a Function of Print Ad Characteristics," J. of Adv. Res., 7(2), pp. 20-26.

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Butler-Paisley, M.E., and others. "Image of Women in Advertisements: A Preliminary Study of Avenues for Change." Stanford Univ., Calif. Inst. for Comm. Research. RIE, 1976, 11, ED118107.

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Bedell, Clyde. How to Write Advertising That Sells. New York: McGraw-Hill, 1952.

Coffin, Thomas E. "A Pioneering Experiment in Assessing Advertising Effectiveness." J. Mkting, 27, (July 1963), pp. 1-10.

Cohen, Dorothy. Advertising. Ch. 21: "Newspapers." New York: John Wiley & Sons, Inc., 1972: Introductory-level discussion of newspapers as an advertising medium. The topics: the types of newspapers, the kinds of advertising in newspapers, rate structure of newspapers, circulation, merchandising services, buying newspaper space, the newspaper contract, Sunday supplements, the strengths and limitations of newspapers.

Colfax, J.D. and Sternberg, Susan F. "The Perpetuation of Racial Stereotypes: Blacks in Mass Circulation Magazine Advertisements." POQ, 36, (1972) pp. 8-18.

The Community Newspaper Advertising Counselor: Getting Started. A useful booklet available from Hobby Pals, P.O. Box 62, Hutchinson, Minn. 55350.

Cox, Keith K. "Changes in Stereotypes of Negroes and Whites in Magazine Advertisements." POQ, 33(4), pp. 603-606.

Crespi, Irving. Attitude Research. Chicago: American Marketing Association, 1965.

Davenport, John S., and others. "Measuring Readership of Newspaper Advertisements." J. Adv. Res., Dec., 1962, pp. 2-9.

Diamond, Daniel S. "A Quantitative Approach to Magazine Advertisement Format Selection." J. of Mkting. Res. 5(4), pp. 376-386.

Dunn, S. Watson, and Barban, Arnold M. Advertising: Its Role in Modern Marketing. 3rd. ed. Ch. 26: "The Print Media." Hinsdale, Illinois: The Dryden Press, 1974. Introductory-level discussion of the advantages and disadvantages of newspaper space for retail and general advertisers, circulation and readership patterns, types of newspaper advertising, rate structure, rate comparisons, how newspaper space is bought, and newspaper supplements.

Fay, Arthus S.; Thompkins, Barry; and Tilis, Jerome B. "How to Get More Out of Co-op Advertising." E & P, Jan. 9, 1971, pp. 18-19. Three specialists in the use of cooperative advertising discuss ways retailers can put manufacturers' advertising allowances to use more effectively in newspaper promotions.

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McGrew, James, ed. Guide to More Successful Real Estate Advertising. Reston, Va.: International Newspaper Promotion Association. 24 pp.

Maitland, John. "An Operational Research Analysis of a Newspaper Campaign." J. Adv. Res., Dec., 1964, pp. 17-22.

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ORGANIZATIONS

American Association of Advertising Agencies
200 Park Ave.
New York, N.Y. 10017

American Business Press, Inc.
205 East 42nd St.
New York, N.Y. 10017.

American Newspaper Publishers Association
Dulles International Airport
P.O. Box 17407
Washington, D.C. 20041

American Paper Institute, Inc.
260 Madison Ave.
New York, N.Y. 10016.

American Society of Newspaper Editors
Box 551
1350 Sullivan Trail
Easton, Pa. 18042

ANPA Research Institute
P.O. Box 598
Easton, Pa. 18042.

Associated Press Managing Editors Association
The AP
50 Rockefeller Plaza
New York, N.Y. 10020

Association of National Advertisers, Inc.
155 East 44th St.
New York, N.Y. 10017.

Audit Bureau of Circulation
123 N. Wacker Dr.
Chicago, Ill. 60606

Graphic Arts Technical Foundation
4615 Forbes Ave.
Pittsburgh, Pa. 15213

Inland Daily Press Association
100 West Monroe St.
Chicago, Ill. 60603

Institute of Newspaper Controllers and Finance Officers
P.O. Box 68
Fair Haven, N.J. 07701

International Circulation Managers Association
P.O. Box 17420
Dulles International Airport
Washington, D.C. 20041

International Newspaper Promotion Association
P.O. Box 17422
Dulles International Airport
Washington, D.C. 20041

International Labor Press Association
815 16th St., N.W.
Washington, D.C. 20006

National Conference of Editorial Writers
1725 N. St. N.W.
Washington, D.C. 20036

National Newspaper Association
491 National Press Bldg.
Washington, D.C. 20045

National Newspaper Publishers Association
P.O. Box 1546
Washington, D.C. 20013

National Press Photographers Association
Box 1146
Durham, N.C. 27702

New England Newspapers Advertising Bureau
807 Statler Office Building
Boston, Mass. 02116

Newspaper Advertising Bureau
484 Lexington Ave.
New York, N.Y. 10017

The Newspaper Fund
P.O. Box 300
Princeton, N.J. 08540

Newspaper Personnel Relations Association
c/o Howard Hay, President
The Chicago Tribune
Chicago, Illinois

Southern Newspaper Publishers Association
P.O. Box 28875
Atlanta, Ga. 30328

Women in Communications Inc.
8305-A Shoal Creek Blvd.
Austin, Texas 78758

PUBLICATIONS

APME News, monthly

Advertising Age

The Bulletin, American Society of Newspaper Editors

Bulletin, Inland Daily Press Association

Business Week

Columbia Journalism Review

The Copley Press, published by Copley Newspapers

Editor and Publisher

Folio, about the magazine industry

Fortune

Gannetteer, Gannett newspapers' monthly house organ

Graphic Arts Monthly

Guild Reporter, newspaper of the American Newspaper Guild

ICMA Leader. Monthly training bulletin written by circulation district managers, published by ICMA. $1.50 per year.

Inland Printer & American Lithographer

Inplant Printer

ITU Review, magazine of the International Typographical Union

Journalism Quarterly

Knowledge Industry Report

Media Industry Newsletter, Business Magazines, Inc.

New Equipment Digest

News Bulletin, Audit Bureau of Circulation

The Newspaper Controller, monthly, Institute of Newspaper Controllers and and Finance Officers

Newspaper Information Service, newsletter, ANPA

Newspaper Management, Booth Newspapers, Inc., Ann Arbor

Newspaper Production

Newsprint Facts, monthly

Printing Impressions

Printing Magazine

Publisher's Auxiliary, twice a month, National Newspaper Association

Research Institute Bulletin. Published 30-35 times per year by the ANPA Research Institute.

Sales Management

Scripps-Howard News, monthly

SNPA Bulletin

Wall Street Journal

CHAPTER IV: TYPICAL PUBLICATION MANAGEMENT DEGREE PROGRAMS

Only a handful of journalism schools and departments offer degree programs which permit an emphasis in publication management. An earlier survey indicated that a specialty in this area was available at the University of Maine, University of Missouri, University of Georgia, Mankato (Minn.) State University, University of Oregon, University of Mississippi, Syracuse University, Troy (Ala.) State University, Tulsa University, Northern Colorado University, and Virginia Commonwealth University. There may be other programs not reported to or uncovered by this writer, but it seems safe to say there aren't many. What follows is a brief outline of some curricula which seem typical, two at the undergraduate level and one at the graduate, to illustrate how a concentration in publication management is integrated into a traditional journalism program.

UNIVERSITY OF NORTHERN COLORADO, GREELEY

Each student takes a 19-hour core required of all journalism majors, including Introduction to Journalism, Newswriting, Advanced Newswriting, Internship, and the Press and Current Affairs. The student in the Management Relations Specialization takes an additional 31 hours in journalism including Publications Layout, Advertising Techniques, Direct Mail Advertising, Media Planning, Advertising Regulation, Community Newspaper, Public Relations, Press Computamation, Ethics and Libel and Publication Production. Each major must also take a 27-hour cognate or minor.

UNIVERSITY OF GEORGIA, ATHENS

Each student takes core courses including Introduction to Journalism, Newswriting, Editing and Newspaper Management. An additional six courses in journalism are required, chosen from Graphics, Photography, Principles of Advertising, Advertising Copy, Law of Communication, Public Affairs Reporting, Retail Advertising, Editorials and Issues, Public Relations, Magazine Article Writing, Business and Industrial Publications. Two survey courses in Economics are required, in addition to a 30-hour minor in business including Accounting, Data Processing, Business Finance, Marketing, and Management and Organizational Behavior.

NEWHOUSE SCHOOL OF PUBLIC COMMUNICATIONS, SYRACUSE UNIVERSITY
(Master of Professional Studies in Media Administration)

The program is designed to provide "decision-making skills in mass media,"either for the "professional communicator who is on the threshold of moving into management, or for the recent graduate who has his sights set on a career in media administration and management." It is aimed at the fields of public relations and advertising as well as the print and broadcast media fields. Specifically, the program is designed to:

1. Provide new and greater management skills, as well as updated skills, to the manager.
2. Train the beginner in the skills that will cause him to be identified as a management prospect. For those with academic backgrounds in communications, this means emphasis on management skills. For those with training in management, this means emphasis on communications skills.

3. Create an environment in which the individual can reflect on media management without operational pressures, and yet which will encourage a "learn by doing" attitude.

The program is conducted jointly by the School of Management and the Newhouse School, and requires 42 credit hours (14 three-hour courses), generally divided this way:

"15 credit hours (five courses in Management: Managerial Accounting, Finance, Statistical Analysis, Marketing and Distribution Management, and Managerial Behavior.

"15 credit hours (five courses) in Public Communications: Communications Research, Administrative Communications, Newspaper Administration or Television Principles and Practices, The Law of the Press, Foundations of Broadcasting.

"12 credit hours (four courses) in either Public Communications or Management, with the consent of the student's adviser.

"Electives: In Public Communications the student may choose courses designed to improve print media or electronic media skills--or skills in the areas that serve both. In Management, the student will pursue studies in financial management, managerial science, and marketing systems.

"The candidate may elect to write a thesis or choose to take comprehensive examinations."

WOMEN IN COMMUNICATION, INC.

Although not part of any degree-granting institution, a new program being crganized by WICI deserves mention here. The organization--headquartered in Austin, Texas--is working toward a "Professional Communications

Certificate" program which would provide specialized education to professionals and to persons who wish to enter the communication field after a period of unemployment or employment in another field. The certificate tentatively would include four major areas: management, research and marketing, technology and special current issues. The certificate is being proposed in conjunction with universities and their extension divisions throughout the United States, and would be awarded after completion of 18 Continuing Education Units (CEU's), a measure of accomplishment in structured learning experiences. One of the early seminars organized by WICI focused on "Developing Your Management Potential," and included such topics as Assertiveness in Management, Setting Realistic Management Goals, Managing Time and Self, Organizing and Motivating Your Staff, and Negotiation as a Management Tool. Developments in the program are being reported in the WICI Sentinel Newsletter. More detailed information may be obtained from National Headquarters, Women in Communications, Inc., 8305-A Shoal Creek Blvd., Austin, Texas 78758